"Change Management: Building and Sustaining Momentum"

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# A word about Qualis Health and the REC Program.

- Qualis Health is one of the nation's leading healthcare consulting organizations, partnering with our clients across the country to improve care for millions of Americans every day

- Serving as the Regional Extension Center for Idaho and Washington, WIREC provides health IT consulting, including guidance, vendor-neutral EHR adoption services and information to eligible healthcare professionals to help them achieve meaningful use of EHRs and qualify for CMS incentive payments.

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Regional Extension Center Program Background

- ARRA signed into law in February, 2009

  - HITECH Act provisions allow CMS to provide financial incentives to healthcare professionals for reaching "meaningful use" of EHRs

  - HITECH creates Regional Extension Center (REC) Program

- REC technical assistance and consulting helps smaller providers (solo & small group primary care practices with fewer than10 providers) effectively implement EHRs and "catch up" to larger systems. Also:

  - RECs provide guidance to public and critical access hospitals to the extent that they have affiliated primary care physician practices

  - RECs offer assistance to community health centers and rural health clinics

  - RECs also provide guidance and support to those settings that serve the uninsured/underinsured and medically underserved populations
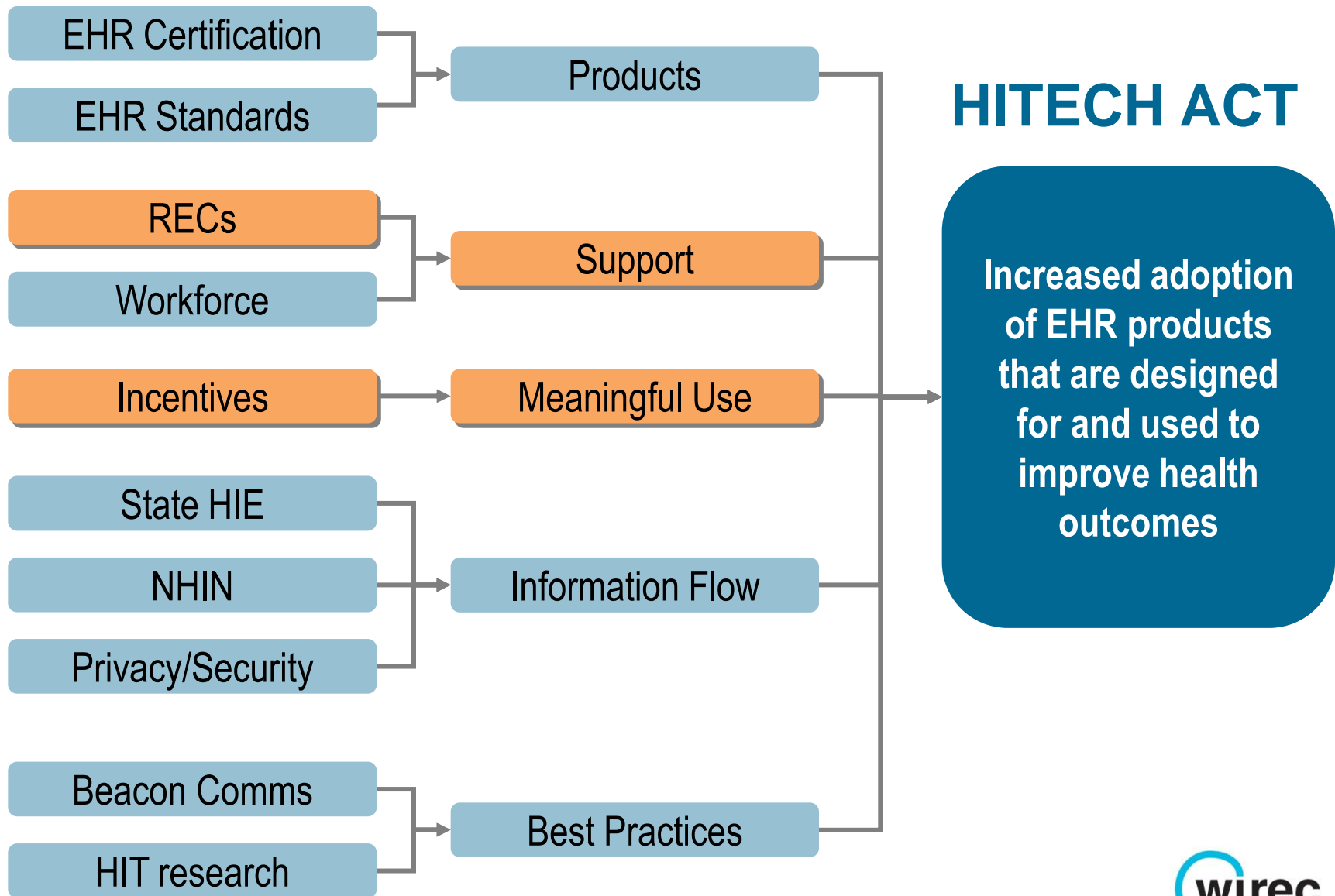
Objectives & Expectations

- Gain knowledge of Change Management theory.

- Experience Change Management Principles.

- Discuss the Role of Leadership and Change.

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Change

Change

Change

The only constant in life, is change.

"Change before you have to."

Jack Welch, GE

"If you don't like change, you're going to like irrelevance even less."

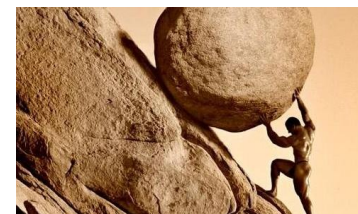General Eric Shinseki

The Goal of Change Management

- Confusion → Clarity
- Resistance → Resilience
- Compliance → Commitment
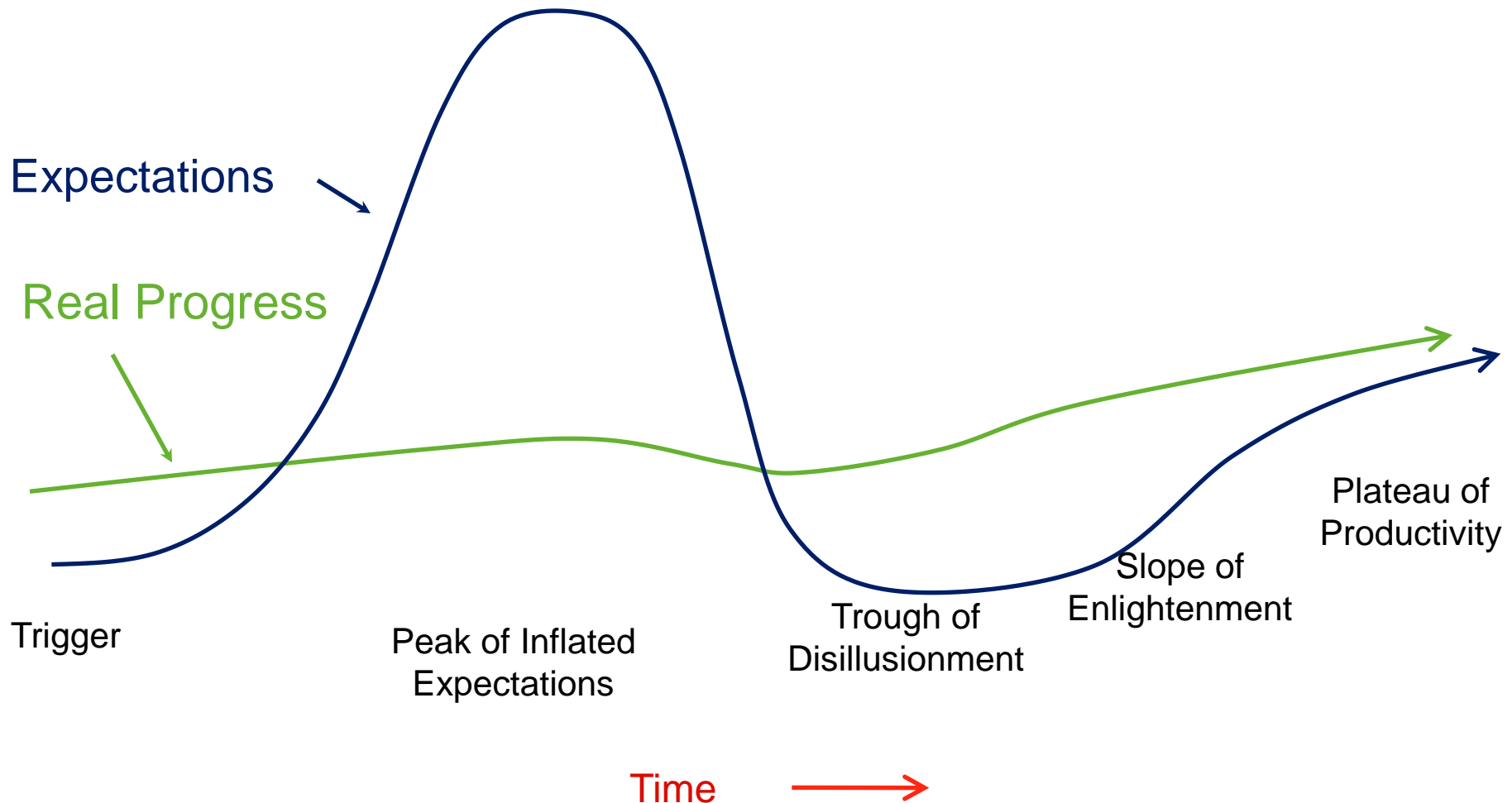
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Keys for Effective Change Management

- Understand nature of change, reactions to it
- Reduce complacency, sustain urgency
- Examine structure for alignment & reach
- Use measurement system
- Build resilience, commitment, belief
- Clear barriers, deal with obstacles
- Identify "bright spots" & use prototyping
- Train for success
- Pace for the long distance
- Anchor changes

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Why Is Clinical Transformation So Hard?

- "Change is hard enough; transformation requires epic whole-practice re-imagination and redesign."

  - Practices are complex, adaptive systems with interdependent and interacting processes and systems; a change to one aspect (e.g. EHR, ICD-10, Meaningful Use) affects other staff and practice processes.
  - Medical practice is inherently stressful, and established routines and patterns limit stress even if flawed.
  - Clinical transformation (e.g. PCMH) asks physicians and other staff to change their roles and identities, the way they deliver care, and how they relate to one another.

Nutting et al. Ann Fam Med. 2009; 7:254-260

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The Hype Cycle: Waves of Irrational Exuberance

Expectations

Real Progress

Trigger

Peak of Inflated
Expectations

Trough of
Disillusionment

Slope of
Enlightenment

Plateau of
Productivity

Time →

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Applying the Hype Cycle to an EHR implementation

Gartner Hype Cycle

Visibility

EMR implementation

Using information to drive improvement

Standardizing care processes

Integrating IT into patient-centered workflow

EMR selection

Grappling with information overload

Figuring out how the technology works

1 year later

Time

Technology Trigger

Peak of Inflated Expectations

Trough of Disillusionment

Slope of Enlightenment

Plateau of Productivity

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Dimensions of Change

- <u>Conceptual/cognitive</u> – *why are we doing this*? Making the case for change: target hearts & mind

- <u>Technical</u> – *what do we have to do? how do we do it?* Teaching, knowledge, new skills, confidence

- <u>Structural</u> – *who am I working with? Will I have a new boss?* Changes in relationships; role, position and status changes

- <u>Adaptive</u> (human/psychological response) – *How do I feel about this?* What do these changes mean for me? Can I do it? Will I succeed? Will I like it? Do I want to?

Time to share…Three Questions

1. What is changing?
2. What will actually be different because of the change?
3. Who's going to lose what?

Source: William Bridges

# Examine Key Roles for Successful Change: Are They In Place Throughout?

- Change requires consistent sponsorship from organizational leaders

- Successful Sponsorship = transparent, authentic, in word and deed, fully engaged

- Must cascade throughout organizational leadership & structure to avoid gaps to line

- Gaps are weak links – resistance can form

- Weak links undermine and sink change

Cascading Network of Sustaining Sponsorship

Each sponsor responsible for bringing their direct reports on board

Use a process to track the progress at each point in the structure

Use this to promote enrollment, involvement, ownership in change process and for change results
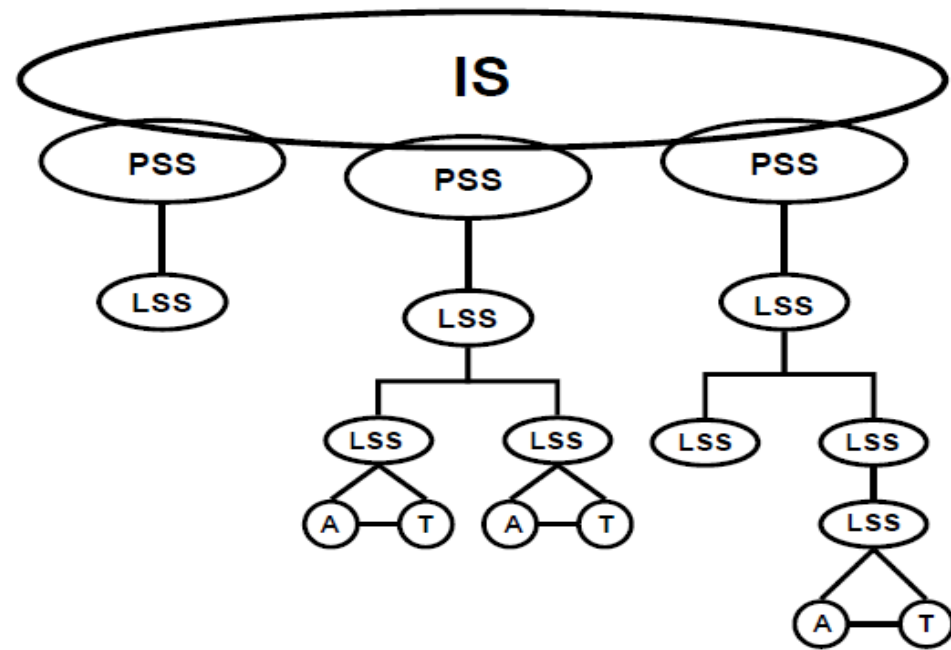
Legend

IS	= Initiating Sponsor
PSS	= Primary Sustaining Sponsor
LSS	= Local Sustaining Sponsor
A	= Change Agent
T	= Target

Figure 2. Relationships Among Key Roles in the Change Process

Develop and Use Measurement System

- Relevant to big goal and current priorities
- Real-time
- Transparent
- Visible & widely shared
- For communication on progress
- For learning & improvement
- For recognition & reward

Increase Ability to Adapt: Build Resilience

- Clarify goals of change and the reasons for it

- Invite and acknowledge reactions, especially concerns and reservations

- Clarify what change is expected

- Lead through the territory of change consistently in word and deed
  - Even with resistance from staff to follow you
  - Stay connected to the people who are resisting

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Building Commitment in Change Process
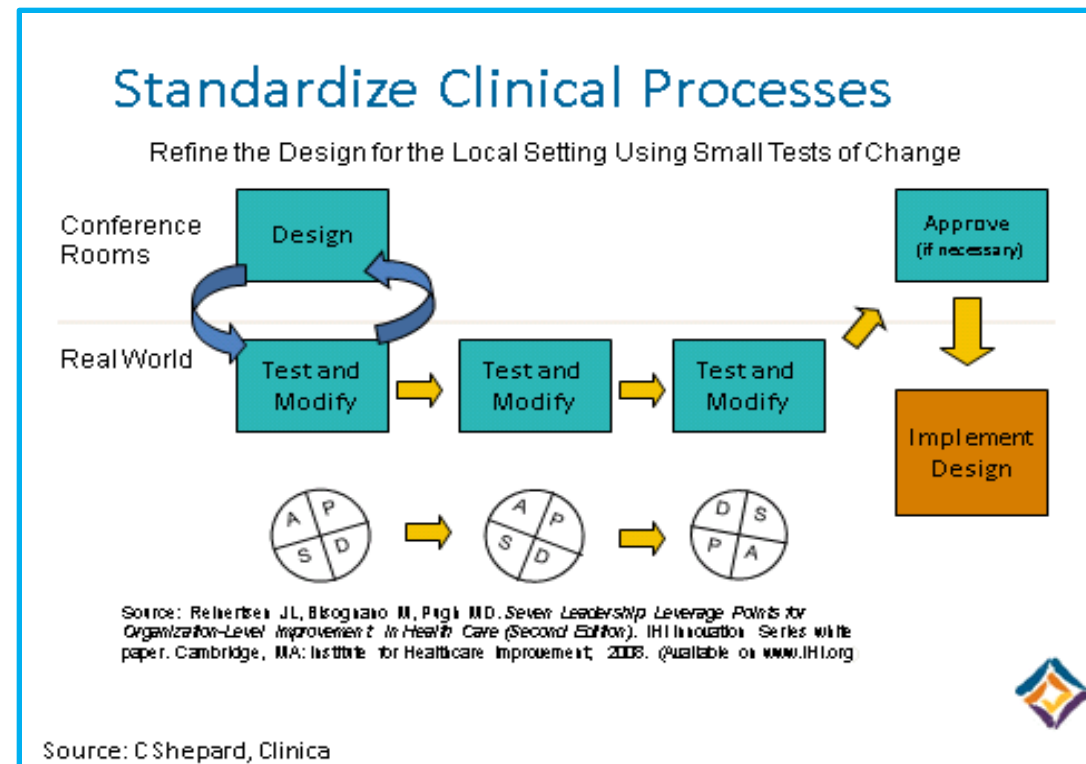

Source: Conner, Speed of Change
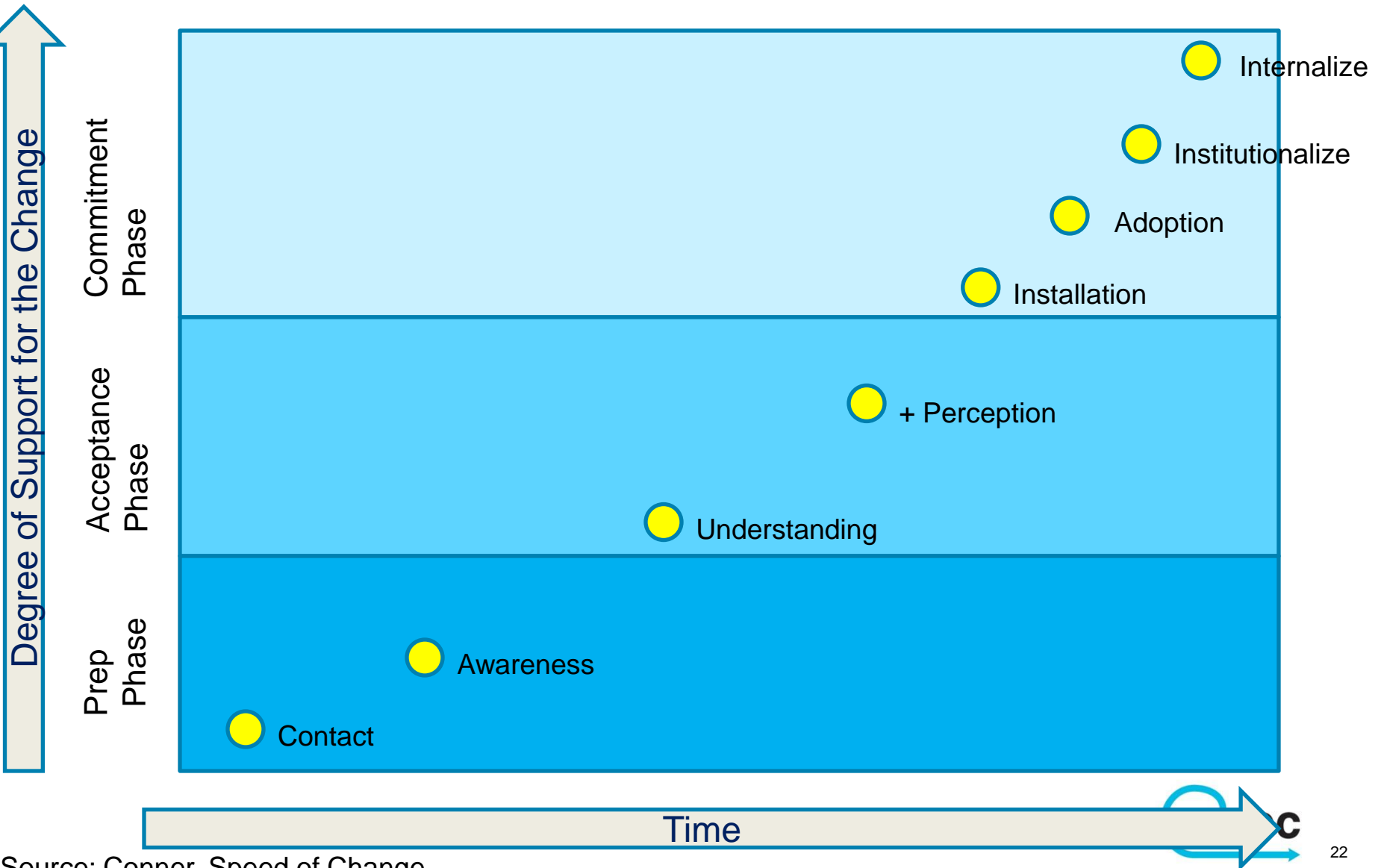
Resistance to Change

- It is natural and inevitable: Expect it

- It does not always show its face: Find it

- It has many motivations: Understand it

- When you meet it, deal with concerns rather than arguments: Confront it

- There is no one way to deal with it: Manage it

Hammer, Michael and Steven A. Stanton, The Reengineering Revolution, Harper Business, 1995

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Bright Spots and Prototyping

- Look for examples of success "bright spots"
- Use them as starting point
- Use rapid cycle approach to prototype new processes, procedures & implement

Standardize Clinical Processes

Refine the Design for the Local Setting Using Small Tests of Change

Source: Reinertsen JL, Bisognano M, Pugh MD. *Seven Leadership Leverage Points for Organization-Level Improvement in Health Care (Second Edition)*. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2008. (Available on www.IHI.org

Source: C Shepard, Clinica

To Build Confidence & Competence, Train Well for New Skills

- Often overlooked and poorly done
- Use training models that combine training, practice of new skill(s), shadowing, reverse shadowing, competency assessment
- Once is not enough; plan for multiple rounds
- Provide coaching on the ground to ensure skills are being used consistently and being used correctly (anchors the change)

Anchor Changes

- Reinforce changes in the organization
  - Hiring, evaluation, promotion, incentives
  - Policies, procedures
- Be vigilant of the pull of deeply ingrained cultural beliefs that can overtake changes
  - Persistence in measurement
  - Quick action if progress falters, regresses

The Role of Leadership and Change

8 Step Process of Successful Change Leadership

1. Create a sense of urgency
2. Pull together a guiding team
3. Develop the change vision and strategy
4. Communicate for understanding and buy-in
5. Empower others to act
6. Produce short-term wins
7. Don't let up
8. Create a new culture

Leading Change
John P. Kotter

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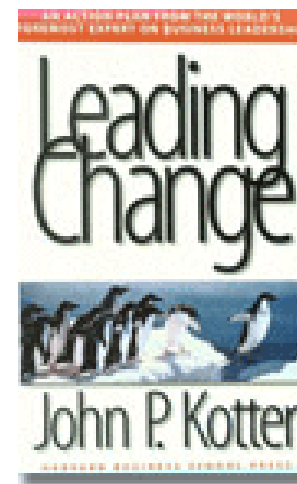
The Change Leader

- The goal for the Change Leader is to move people through the change process and to create an environment that <u>understands</u>, <u>drives</u>, and <u>sustains</u> the change.

- Leading a major change initiative (such as implementing and EHR) is one of the most difficult tasks a leader can face.

The Change Leader (cont.)

- Shine the light on the goal!
  - Communicate, communicate, communicate. It is simply impossible for a leader to over communicate the vision or the goal.

- Remove the <u>barriers</u>.
  - Red Flag: "Well, that's just the way we've always done it".

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Understanding Why Change is Difficult Simulation

Exercise

(Change "Feels" Difficult)

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Exercise Discussion: Observations?

•Habits that we have all been doing for years (like signing our signature) are very difficult to break and change.

• Change takes time. If each person practiced their new signature every day for a month, chances are that their new times WOULD be close to ½ of their original times in Part 1.

Phases of Individual Transition to Change

Old Ways End

New Ways Begin

Endings

Beginnings

Denial

Enthusiasm

Anxiety

Trust

Shock

Relief

Resignation

Hopeful

Anger

Impatience

Fear

Acceptance

Confusion

Realization of Loss

Frustration

Undirected energy

Conflict   *High Stress*

Neutral Zone

Source: Drake Beam Morin, Inc.
Adaptation of William Bridges'
work on Transitions

Reasons People Resist Change

1. Self-Interest
Some people are concerned with the implications of the change for themselves and how it affects their own interests rather than considering the success of the business.

2. Misunderstanding - "I don't get it"
Communication problems associated with inadequate or incomplete information.

3. Low Tolerance to Change – "I don't like it"
Certain people need greater degrees of security and stability in their work.

4. Different Assessments of the Situation
Some employees may disagree on the reasons for the change and on the advantages and disadvantages of the change process.

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Approaches to Overcome Resistance

START AT THE TOP!!
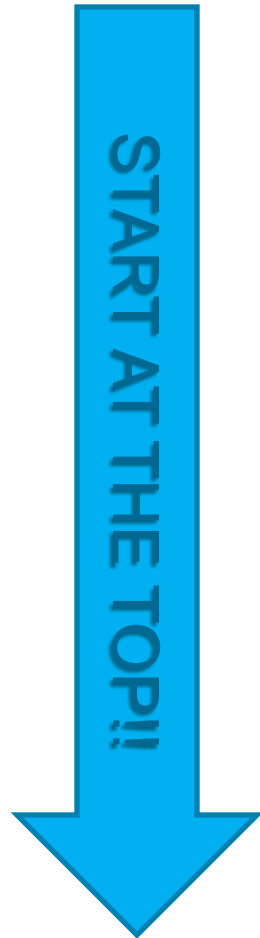
Education & Communication

Participation & Involvement

Facilitation & Support

Negotiation & Agreement

Manipulation & Co-Option

Explicit & Implicit Coercion

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One last word about Change.

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Change
		Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion
Vision			+	Incentives	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills			+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Incentives			+	Action Plan	=	Frustration
Vision	+	Skills	+	Incentives	+	Resources			=	Treadmill

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8 Step Process of Successful Change

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4. Communicate for understanding and buy-in
5. Empower others to act
6. Produce short-term wins
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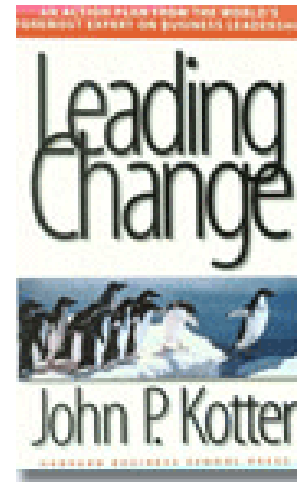
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Questions or Thoughts?

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